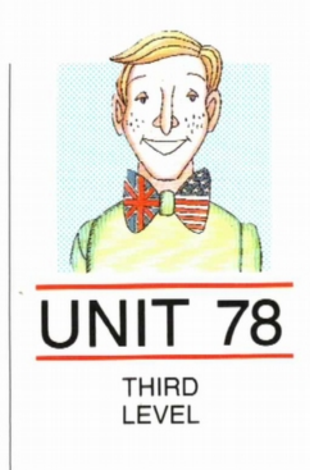
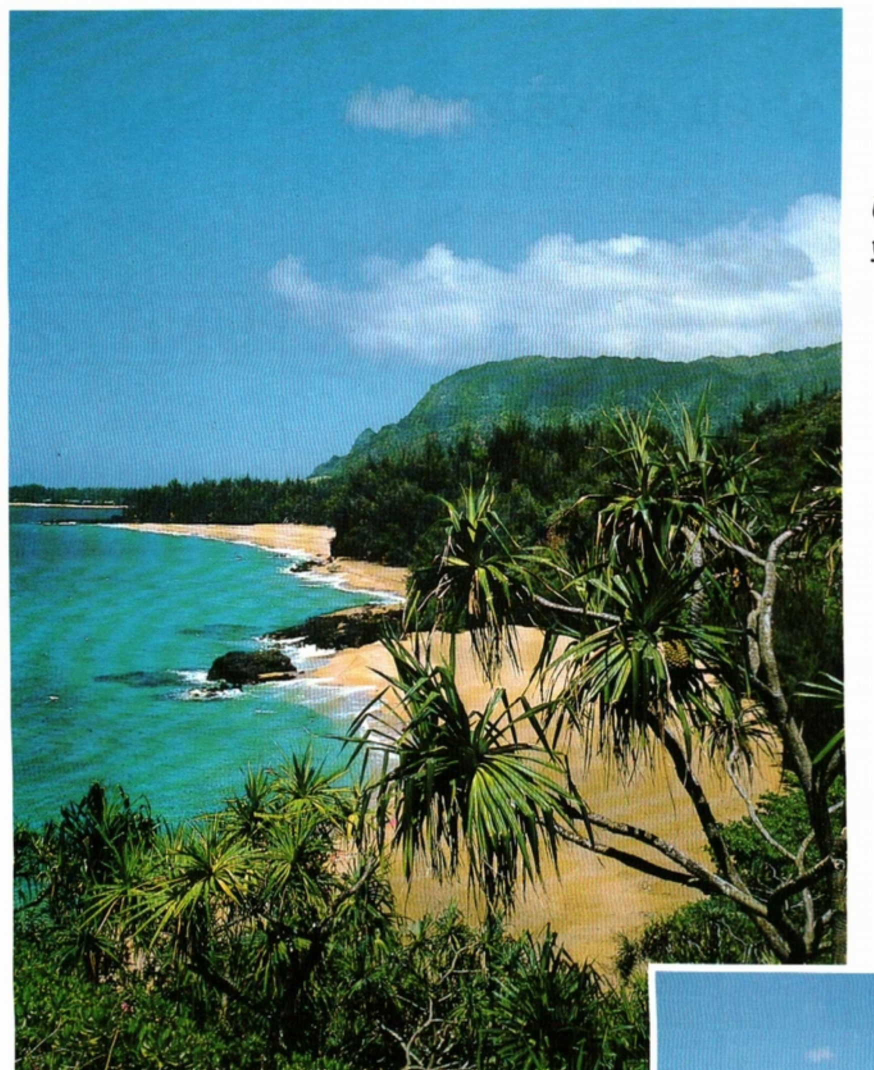
En la fábrica y en el campo

En toda esta Unidad 78, dedicada enteramente a los sectores de la industria y de la agricultura, seguirá las vicisitudes de dos empresas que compiten duramente en el campo de la producción de fertilizantes y pesticidas. La historia se desenvuelve en las secciones Speaking y Listening, y en Conversation hallará su conclusión. También tendrá oportunidad de repasar y profundizar un tema gramatical muy importante: la transformación de los tiempos verbales en el paso del estilo directo al indirecto. Y en un contexto de expresiones tanto formales como coloquiales, podrá examinar los diferentes modos de expresar acuerdo o desacuerdo. Además, la sección Reading le presenta la interesante biografía de un famoso y ecléctico magnate americano de la industria, un hombre que de la nada se transformó en el más rico del mundo: Howard Hughes. Finalmente, con el primer Test del tercer nivel, que comprende un divertido crucigrama todo en inglés, tendrá ocasión de comprobar su preparación sobre las nociones aprendidas hasta ahora.



UNIT 78

THIRD LEVEL

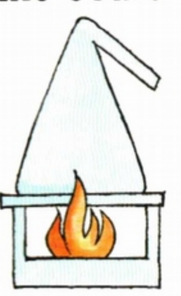


Una isla para vivir y para morir

No se puede excluir que ya en el siglo XVI navegantes españoles, alemanes o japoneses hayan llegado a las costas de Hawaii. Pero el primero que comunicó a Europa la noticia de su existencia fue el capitán inglés James Cook, que desembarcó en la isla de Kauai el 18 de enero de 1778. Él bautizó el archipiélago como Sandwich Islands, en honor del conde de Sandwich, ministro de la Marina británica. Luego de establecer buenas relaciones con los indígenas, Cook partió después de dos semanas para volver a las islas en noviembre del mismo año. Lamentablemente esta segunda visita concluyó trágicamente: el capitán murió en uno de los enfrentamientos entre sus hombres y los nativos. En las imágenes, las costas de Kauai: en las fotos inferiores, Na Pali Coast; en la foto lateral, Lumahai Beach.



Reported speech on the board



On a number of occasions in the past, you haven been able to see how reported speech works in English. In Unit 55, for example, you studied the main tense changes that take place, and in Unit 75 you discovered how to report questions with **whether**. Now you'll have the chance to extend your knowledge of this area and you'll be able to see how other tenses change, and how to handle modal verbs.

You may have noticed that there is one important tense that you don't yet know how to put into reported speech: the **simple past**. There is, in fact, a good reason why we haven't dealt with in: it's possible either to change the **simple past** into the **past perfect**, or else to leave it just as it is. In the course of the dialogue, for example, you'll find this sentence: **Our South-East area manager phoned me yesterday and said he had lost almost 5 % of his usual business**. The actual sentence the South-East area manager said during the phone call was **I lost almost 5 % of my usual business last month**. Later on, however, you'll find this sentence: **I thought you said last week that they were ready five weeks ago**. Here the actual sentence that must have been spoken was **They were ready four weeks ago**. Notice that both the original sentences contain a past tense, but when they are put into reported speech the tense in the first one becomes the past perfect, while the second one it stays the same. Why is this?

The reason is actually quite simple. Theoretically, the past tense changes to the past perfect in reported speech. However, in spoken English, it's possible to leave the verb in the past tense as long as this doesn't create confusion. In the second sentence, a specific time is mentioned on both occasions, so even though the simple past tense is used, there is no possibility of confusion as to when the event actually took place. In the first sentence, no mention is made in the reported sentence of when it took place and as a result the speaker prefers to put the verb into the past perfect to avoid confusion. As always, you'll be able to find a fuller explanation of this phenomenon in the GRAMMAR section.

There is one rather strange expression in the dialogue which needs explaining. At a certain point, the managing director asks one of the men how things are going in **R and D.** This stands for **Research and Development**, that is to say the research and development department. This is a common abbreviation in business jargon.

Something else worth noticing is the use of **far** in the sentence **They launched a number of products onto the market which would appear to be far more effective than our own products.** As you may have already guessed, **far** here means **much**; this emphatic use of **far** is very common in English.

Now listen to the dialogue. It's a board meeting at which four people are present: the managing director of Murray Chemicals (Mr Jerome), the marketing manager (Mrs Nesmith), the head of Research and Development (Tom) and the head of Finance (Mrs Hamill: in this dialogue, however, she doesn't speak at all).

An invasion from the Midwest

Murray Chemicals, a company specializing in agricultural chemicals, has been hit hard by some new products, launched onto the market by an aggressive American company, Midwest:

I've called this meeting because all of us have become aware individually of some radical changes that have taken place in the UK agrochemical market, and I think it would be a good idea if we were to pool our experiences and come to some kind of conclusion about what can be done to remedy the situation. Mrs Nesmith, as marketing manager you're probably more aware than any of us about what's going on, so if you'd like to start us off... ___

Thank you, Mr Jerome. The basic problem is that the UK market has been invaded by a large American multinational called the Midwest Group. A few weeks ago, they launched a number of products onto the market which would appear to be far more effective than our own products, or indeed of those of any of our usual competitors. As a result, we have people phoning in and cancelling orders, and some of then are our most faithful customers. Our South-East area manager phoned me yesterday and said he had lost almost 5 % of his usual business. Something needs to be done, and quickly. ___

Thank you. Tom, how are things going in R and D? ___

Well, we've been able to get hold of some of Midwest's products, and I must confess I'm not surprised they're selling so well. They're a lot more effective than ours. And they're cheaper, too. ___

Is there anything in the pipeline which we can use to fight back? ___

Yes, we have two new products. Aphon and Dextrol-B, but they're still undergoing tests at the Department of the Environment. ___

How long will it be before they're passed? ___

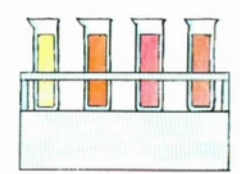
Difficult to say. It could be a week, it could be a month. It could even be longer. ___

Excuse me for interrupting, Mr Jerome. Tom, I thought you said last week that they were ready five weeks ago. ___

They were. But the DOE rejected them and told us to reduce their toxicity by 2 %. That's not easy with products like these. It's their toxicity that makes them effective. But unfortunately, what's poisonous for insects can often be harmful to human baings, too. And the DOE are very strict about these things. ___

UNIT 78

I agree with you on the whole



The next part of the dialogue is extremely interesting, because it allows you to see for the first time some of the language which is used for agreeing and disagreeing with someone. Before we have a look at it, though, take note of the situation in which it is used. It's the meeting of some of the top executives of a company that manufactures 'agrochemicals' (chemicals used in agriculture). So it's a fairly formal kind of situation. As a result, the phrases the people use are formal, too.

Notice first of all the two phrases that are used to ask someone if they agree or not: **Would everybody agree with that? Wouldn't you agree?** Once again, you can notice how the conditional form takes precedence in formal situations of this kind.

Let's move on now to the phrases used to express disagreement: **I entirely disagree with...; I can't share Mrs Nesmith's view that...; I can't accept that. To disagree**, of course, is made up of the verb **to agree** and the prefix *dis-*, which makes a verb into its opposite.

Then there are two useful expressions for telling someone that you only partly agree with them. They are **on the whole** and **granted**. As you can see from the dialogue, on both the occasions on which these expressions are used, they are followed by a qualification of some description: Tom, the R and D man, goes on to say **But I wonder if the money we spent on a market survey couldn't be better spent getting our new products onto the market** and Mrs Nesmith continues with **but the real problem there isn't us**.

Later on in this Unit, you'll have the chance to study ways of agreeing entirely with someone, as well as phrases of agreement and disagreement which can be used in less formal contexts.

There are a couple of other interesting words and phrases in the dialogue. Firstly, when Mrs Hamill speaks for the first time, she uses the words **yet another**. In this case, **yet** has nothing to do with time. It is being used here to reinforce the word that follows, a little like **even**. Secondly, at the end of the dialogue you'll find another two examples of how the hyphen is used to amalgamate words in English: **large-scale** and **small-scale**.

Agreeing and disagreeing

In this dialogue, pay attention to the phrases used by the speakers when they agree, disagree, partly agree or ask if someone else agrees:

So that's the situation. The problem is, how are we goint to remedy it? ___

As far as I can see, we need to have a little more information about why people are choosing to desert us for Midwest. The best thing to do, I think, would be to commission a market survey aimed at seeing exactly what is going on. ___

Would everybody agree with that? ___

I can't accept that at all. Our financial situation is already suffering because of this incursion into the market by Midwest, and I just can't share Mrs Nesmith's view that the way to remedy the situation is to organise yet another market survey. It would be costly, and in the end I don't think it would tell us much more than we already know. ___

Tom? How do you feel? ___

Well, I agree with Mrs Nesmith on the whole, I suppose. As a scientisf I feel that the more information we have the less likely we are to make mistakes. But I wonder if the money we spent on a market survey couldn't be better spent getting our new products onto the market as quickly as possible. ___

Granted, Tom, but the real problem there isn't us, as you've just said yourself. It's the DOE. While we're waiting for their approval, surely it would be better to get as much information from the consumer side as possible. Wouldn't you agree? ___

Yes, that's true, I suppose. ___

I entirely disagree with this constant preoccupation with market surveys. We have much more important problems. And if we aren't careful, this year there'll be no dividends for the shareholders. Midwest have already taken a sizeable bite out of our profits. ___

Okay, Mrs Hamill. I think we all share your preoccupation with the fall in profits and with the shareholders, but I honestly think that Mrs Nesmith is right this time. We need to get as much information as possible about why our customers are turning away from us and buying Midwest's products instead. However, I don't think it'll be necessary to have a large-scale survey done. Let's try to keep the costs as low as possible. Could you see to that for us, Mrs Nesmith? ___

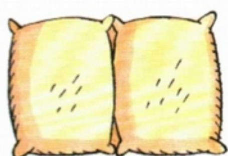
Of course. I'll get Proxy to give me an estimate for a small-scale qualitative survey this afternoon. ___

The origin of managers

No term could be more representative of the invasion of American business terminology, you might think, than the word 'manager'. Wrong. If you delve into the history of this word, you'll find that it has its origins in strange places. It was first used in the modern sense, meaning 'someone skilled in handling money and business affairs' in 1670, and was obviously derived from the verb 'to manage'.

This verb, however, is not English at all. It was 'imported' from France in the mid-sixteenth century (Shakespeare was one of the first writers to use it). But if you go even further back, you'll find that originally the word wasn't even French, but Italian. It comes, in fact, from the word 'maneggio', the place where horses are 'managed'!

Mr Worzel's point of view



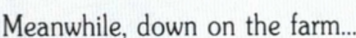
The dialogue you're about to hear is a conversation between one of Proxy's market researchers and a typical Murray customer: in this case, the owner of a fairly large farm. The farmer's English is fairly down to earth, and as you go through the dialogue you'll notice he uses a number of colloquial expressions. For example, when he is asked how Murray could become competitive again, he says **They've got a bit of a job on their hands**. Now, although **a bit** is actually synonymous with **a little**, here he's using the term ironically. What he really means is **They've got to do a lot**. Likewise, at a certain point he says that Midwest **have got a lot going for them**. The idea, of course, is that they have a lot of advantages over Murray.

Stuff is a very common word in English. It's an uncountable noun used to talk about anything and everything. Here the farmer uses it to talk about the goods he ordered. As it is obvious from the context that he's talking about insecticides and fertilizers, and he doesn't need to repeat the longer phrase, he simply substitutes it with **stuff**. Remember the phrase **to take a leaf out of someone's book**, too. As you may recall, it actually means **to emulate somebody**.

Finally, there are a couple of common phrasal verbs which you may like to remember: **to come up with** and **to help out**. As you ought to be able to guess from the context, the first means **to produce**, while the second is a fairly informal verb which means **to help somebody overcome a difficulty**.

Apart from these colloquial expressions, you'll find some more vocabulary in the dialogue which might appear a little strange: **potato blight** is a kind of plant disease (common in potatoes) which makes them turn white and soft. **Crop** is the amount of grain or vegetables produced in a year. A **trial** in this case doesn't refer to what happens in a courtroom, but to a period of time in which a person uses something to see if it works welll or not.

In the last sentence of the dialogue, you'll find that Mr Worzel mentions a man called Bill. This is the name, of course, of the Murray representative he refers to in the previous sentence.



Meanwhile, down on the farm...

Here's the conversation that takes place between one of Proxy's market researchers and a typical farmer, Mr Worzel, who has an accent from the West of England:

Now, Mr Worzel. What chemical products do you use on your farm? ___

Well, the usual, I suppose — insecticides, fertilizers, that kind of thing. ___

Do you deal with one company in particular? ___

Until recently, I only used Murray products, but then I decided to change over to Midwest. ___

Why did you decide to change? ___

Because Midwest's products are more effective. I have a lot or problems with potato blight, you see. Murray's Dextrol-A was quite effective, but I still lost about 10 % of the crop every year. The man from Midwest told me that their products were almost 100 % effective, so I decided to try them. If he's right, I'll increase my profits this year by nearly 15 %. They're easier to use, too. ___

Why's that exactly? ___

Well, Murray products take a long time to prepare, especially when you've got to spray a large area. With these new Midwest products, I can get all my spraying done in just one day. ___

What do you think Murray ought to do if they want to be competitive with Midwest? ___

To be honest, they've got a bit of a job on their hands. You see, apart from the products themselves, Midwest have got a lot going for them. One of the things I noticed was the speed of Midwest's distribution service. The stuff I ordered arrived the next day. Murray should take a leaf out of their book and set up their own network instead of relying on rail transport. It takes a lot longer. ___

Do you think they ought to lower the price of their products? ___

No, I don't think it's really that important. I think it's more important to get more effective products onto the market. There's not a lot of difference in the price, anyway. ___

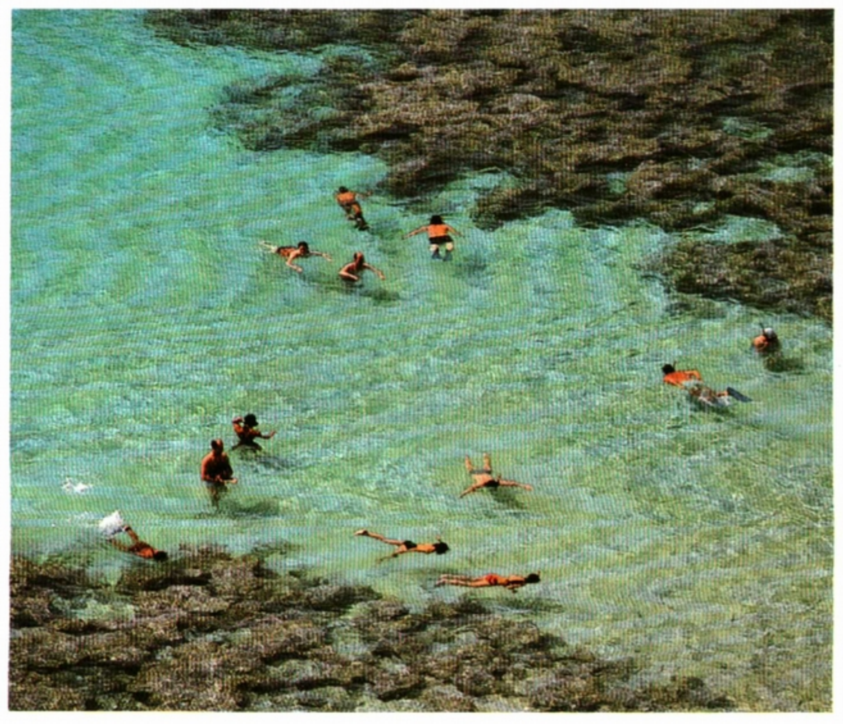
If Murray produced insecticides and fertilizers which were at least as effective as Midwest's, and were able to promise you the same kind of service, would you start dealing with them again? ___

I don't know, really. I'd have to give them a trial first. ___

And if Murray had come up with products at least as effective as Midwest's first, would you have changed? ___

No, I don't think so. I liked dealing with the man from Murray's. He wasn's as efficient as the man from Midwest, but Bill always tried hard to help you out when he could. ___





El archipiélago surgido de las aguas

El territorio hawaiano, distante 3.000 kilómetros de las costas de California, está fragmentado en 132 islas, dispuestas de noroeste a sudeste a lo largo de una distancia de 2.550 kilómetros. El origen del archipiélago se debe a la acción de volcanes que arrojaron lava sobre la superficie marina. Luego los vientos y las olas del mar borraron las formaciones más débiles y expuestas. Actualmente se reconocen tres grupos distintos de islas: en la zona meridional, las ocho mayores (Niihau, Kauai, Oahu, Molokai, Lanai, Kahoolawe, Maui y Hawaii), de las cuales siete están habitadas; las pequeñas islas centrales, y las islas de arena y coral del noroeste. En las fotos, una da las bahías más bellas de Oahu, Hanauma Bay, sede de un parque natural submarino.

He said he would but he didn't

After the interviews, the market research institute invites Mrs Nesmith to a meeting, where they present her with their findings. By comparing what the market researcher says to the questions and answers in the previous dialogue, you'll discover some more features of reported speech.

And here are the results

As you go through this dialogue, remember to pay attention to the weak and strong forms of the modal verbs:

As you can see, aproximately 20 % of the interviewees we talked to said they had decided to change over from Murray products to Midwest products. In this chart, we've shown the reasons behind this choice. The main reason was that interviewees thought Midwest's products were more effective than Murray's. ___

That's clear from our own laboratory tests. ___

Yes, but the real reason was money. Most subjects believed that Midwest's products would increase their profits by 10-15 %. ___

Any other reasons? ___

Well, another important reason was the ease with which Midwest's products could be used. One of our interviewees said that with Midwest's products he could get all his crop spraying done in a day, whereas with Murray's there was a lot of preparation involved. ___

Mmm. That's interesting. ___

We then asked our interviewees what they thought Murray ought to do if they wanted to compete with Midwest. At this point, a number of secondary reasons came out about the switch to Midwest. 55 %, for example, said that Murray ought to improve its distribution network. ___

Did you get any information about Midwest's delivery times? ___

It's usually twenty-four hours. ___

My God! How are we going to compete with that? ___

The next question was about price. Wea sked the interviewees who had changed from Murray to Midwest if Murray ought to lower the price of their products. As you can see from the chart on the next page of the report, only a few thought that this was important — only 6 %, in fact. We then asked them if they would start dealing with Murray again if they produced insecticides and fertilizers which were at least as effective as Midwest's and they were able to promise the same kind of service. ___

And what was the response? ___

Not good, I'm afraid. Most of them felt that they would have to give Murray a trial first. ___

Oh, dear. ___

Finally, we asked these interviewees if they would have changed if Murray had come up with products at least as effective as Midwest's first. 80 % of them said 'No'. ___

And the other 20 %? ___

They said that even if Murray had done so, they would still have gone over to Midwest. ___

Because of the better service? ___

Exactly. ___

The first thing to notice is the way modal verbs change. When **will** and **shall** are used for predicting the future (**My profits will increase by 15 %**), they become **would** and **should** in reported speech: **Most subjects believed that Midwest's products would increase their profits by 10-15 %.**

Can and **may** become **could** and **might** respectively: **I can get all my spraying done in just one day**, for example, changes into **One of our interviewees said that with Midwest's products he could get all his spraying done in a day.**

Would, could, might, ought and **should**, however, don't change at all. For, example, the sentence **I'd have to give them a trial first** is reported in this way by the market researcher: **Most of them felt that they would have to give Murray a trial first.** Remember that it isn't necessary to add a perfect infinitive to these modal verbs in reported speech.

Usually, **must** remains the same as well. On occasion, however, it is possible to change it into **had to** in reported speech. This depends on the meaning it has: generally speaking, if it can be interchanged with **have to** in direct speech, then you can change it into **had to** in reported speech.

Obviously, the changes we have talked about in this Unit only refer to sentences in which the 'reporting verb' (usually **to say** or **to tell**) is in the past: **He said that... She told me that...** and so on. As you already know, when the 'reporting verb' is in the present, in the future, or in the present perfect, the verbs tend to remain exactly the same as in direct speech.

However, there is one case in which no changes are made even when the reporting verb is in the simple past tense. If what we are reporting is still true, then it is possible to leave the verb in the present tense: **'Murray products cost too much', he said. He said Murray products cost too much.**





A meeting of sales managers

The way you say something in English depends very much on the situation in which you find yourselves. Let's take an example. In the SPEAKING section, you heard four people agreeins and disagreeing with each other in a fairly formal context. But what happens when the situation is less formal, or even informal?

In this section, you'll have the chance to hear some people doing the same thing (agreeing and disagreeing), except that when Mrs Nesmith talks to two of her sales managers, Bill and Jane, the language is neutral, and when the two managers talk to each other, the language is informal.

As a result, the language of the first part of the dialogue contains ways of agreeing (**I agree, that's true, true enough**), of disagreeing (**Oh, I don't know..., Actually, I think..., I can't help thinking**), of partly agreeing (**I see your point, but...**) and of asking if someone else agrees (**Don't you agree?, Don't you think so?**) which are neutral.

In the second, however, the phrases are informal. The two speakers use **Don't you reckon?** when they want to ask if the other person agrees, **Come off it!** when they want to disagree, and **I can see that, but...** when they only partly agree.

Something else worth pointing out is the expression used by one of the sales managers **to drive something home.** It actually means **to make sure somebody understands something.**

Come off it!

Now you'll have the chance to listen to some more words and phrases which express agreement and disagreement.

According to Proxy's study, a lot of our customers aren't very impressed by our distribution. Have you heard anything about this?

Well, I have had a number of complaints, and to be honest using the rail network can cause quite severe delays. Don't you agree, Jane?

True enough, Bill. At least three of my representatives have been on the phone to me about this in the last month. One of our customers had to wait nearly a week before an emergency order of insecticides arrived. It's no way to keep your customers, don't you think so?

Oh, yes, yes. I agree. Another point was the length of time it takes to prepare our products.

Well, I can see their point. They do take a long time to prepare. But you have to remember that they're designed to last longer than any other product on the market. And we all drive that home to them.

Actually, I can't help thinking that was a mistake. As far as I can see, it doesn't make a lot of difference to the customers how long the products last.

Oh, I don't know. Most of the northern region clientele seem to appreciate it.

That might be because it's more important for them to have a product that lasts. Here in the South, where communications are better...

Something strange is going on here, don't you reckon?

Too true.

What do you think's the problem?

I reckon the company's having financial problems, myself.

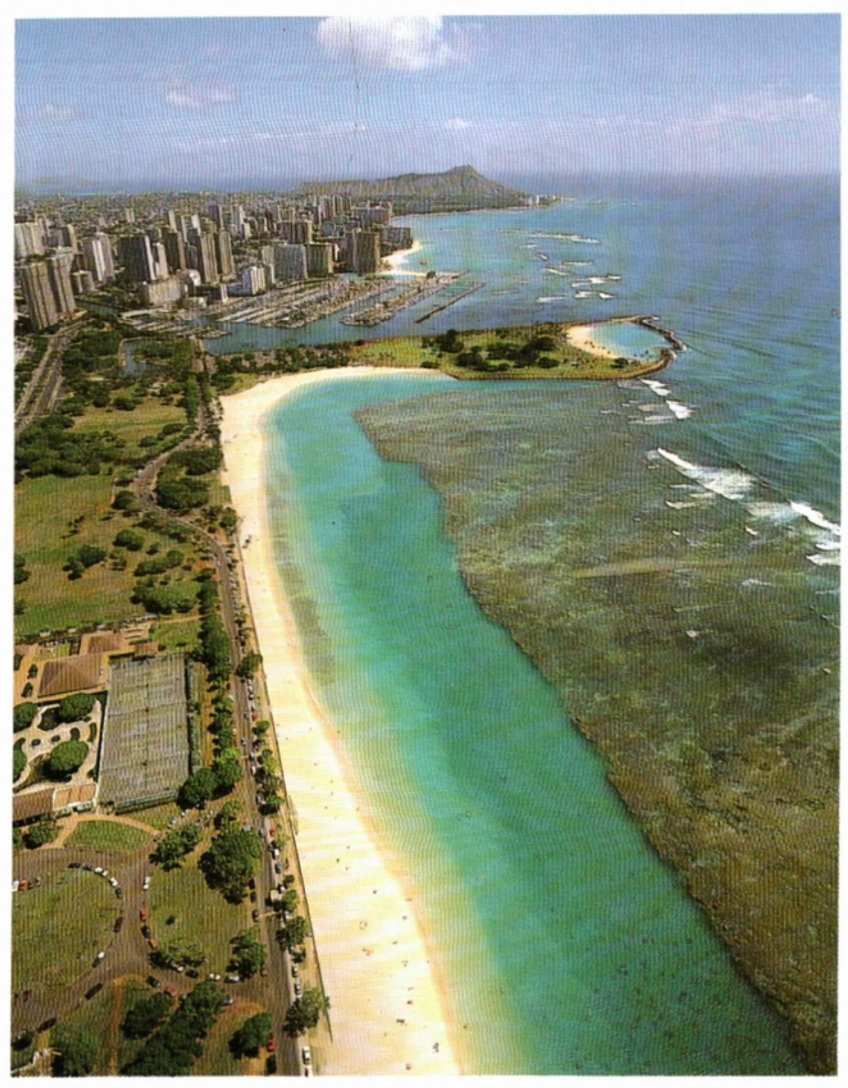
Come off it! Did you see the report for the last financial year?

Yes, but that's not what worries me. You know as well as I do that Midwest are taking all our customers off us. And whatever we do, we can't get them back. I've lost nearly 20 % of my sales this quarter. That can't help the financial position, can it?

I can see that, but surely the situation can't be that bad.

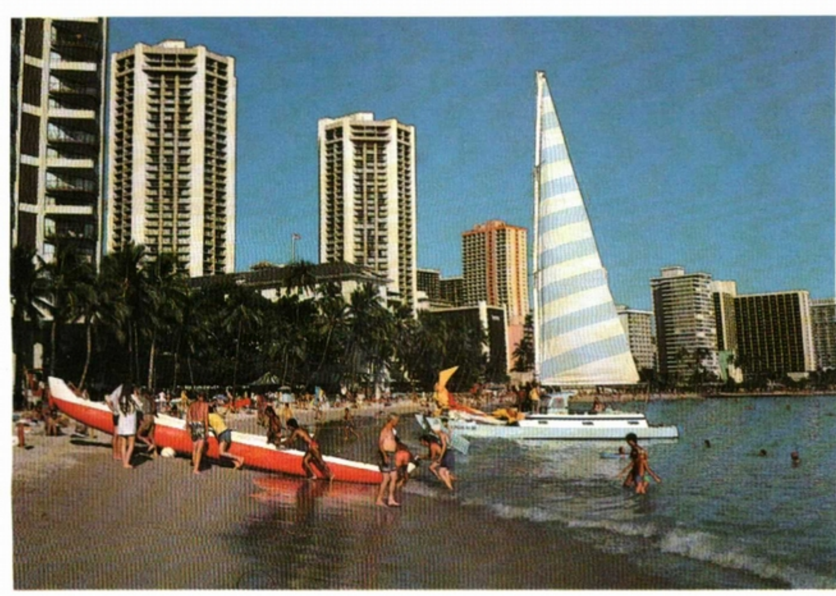
I don't like it. I don't like it at all.

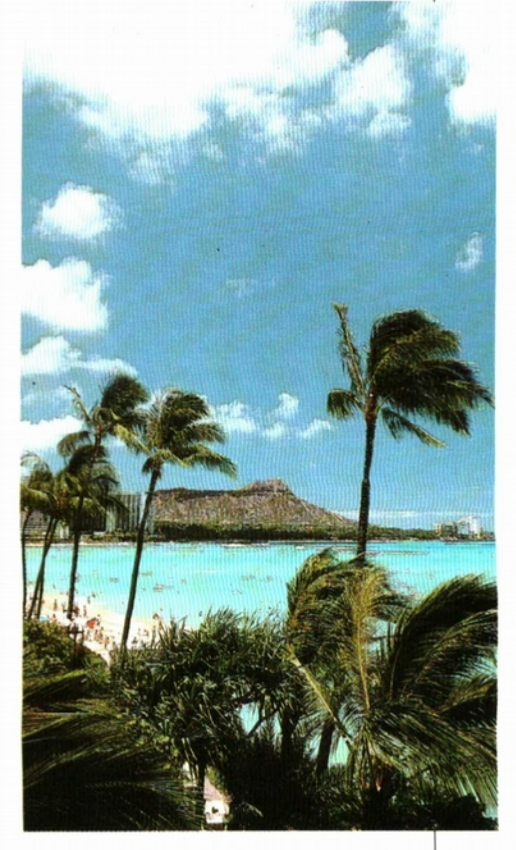




Honolulu, espérame

Honolulu, en la isla de Oahu, es la capital de las islas Hawaii, el último estado que entró a formar parte de la Unión, en 1959, y el único situado en ultramar. Hay que hacer un cierto esfuerzo para reconocer en estas latitudes tropicales las características estadounidenses; y tal vez se puede tener la impresión de que los 'haloes', como los nativos llaman a los hombres blancos, se han asegurado con Hawaii un paraíso tropical en su patria. Por otra parte, la economía local se ha ajustado al modelo consumista y el turismo ha superado netamente a la agricultura por el nivel de réditos. Honolulu (foto lateral), con su espléndida playa de Waikiki (abajo), es hoy una selva de rascacielos y de lujosos hoteles.





UNIT 78

Murray y Midwest: golpe de teatro



Para saber cómo termina la historia que ha seguido en las secciones SPEAKING y LISTENING, escuche atentamente la siguiente conversación.

Después de meses de dura lucha, la Murray Chemicals logra reconquistar una posición relevante en el mercado, debido, en parte, al lanzamiento de dos nuevos productos. Pero, como sabe, la batalla por la conquista del consumidor no acaba nunca. En efecto, en la segunda parte de la conversación, verá que el feroz competidor americano tiene un as escondido en la manga, que juega precisamente cuando los dirigentes de la Murray están convencidos de haberlo derrotado.

Entre los términos que podrían resultar de difícil comprensión, hallará **to regain** (volver a ganar, recobrar), **comeback** (respuesta), **crop yields** (cosechas) y **loyalty** (lealtad). Una atención particular merece el verbo **to be due to**, que en el curso de la conversación aparece en dos ocasiones: la primera vez **it's due to** debe entenderse con el significado causal de 'se debe a'; en cambio, en la segunda vez **they're due to be launched** es un modo de expresar una acción futura que ya ha sido programada: en español corresponde a 'deberán ser lanzados'.

THE ETERNAL BATTLE FOR THE MARKET PLACE

~ **Well, how are things going? ___**

~ **Extremely well. The two new products have brought us back to our old market share. We've regained most of our old customers, and what's more, we're starting to gain new customers. ___**

~ **That's good news. ___**

~ **At our monthly staff meeting last week, sales managers from all the regions said that sales were up. The biggest gains have been made in the South-East region, where Midwest had made the biggest impact. ___**

~ **Have these gains been made exclusively at the expense of Midwest? ___**

~ **No, some of the new customers have been won over from Budgell. I asked the sales force to check whether customers were happy with the new distribution service we've set up, and they told me that almost everyone was delighted with it. They said we ought to have done it years ago. ___**

~ **Have you had any comeback yet on the new products? ___**

~ **Yes. Everyone agrees that the new products are much easier to hadle than the old ones, and they expect crop yields to be up by about 12 % this year. ___**

~ **Good. Well, I think congratulations are in order. Everyone's worked extremely hard, but in the end it has been worth it. ___**

~ **Hello, Stephanie. ___**

~ **Hello, Mr Carpenter. ___**

~ **I wanted to have a word with you about the situation. I've just been on the phone to Ralph Hardman, and he told me the sales were falling, particularly in the South-East region. He thinks it's due to those new products Murray have launched. Have you been able to get them analysed yet? ___**

~ **Yes. I have. The laboratory tells me that they actually aren't very much more effective than our products. ___**

~ **So how come we're losing customers to Murray? ___**

~ **Well, they've set up a new distribution network, which is about as efficient as ours, and it seems that most of their old customers have decided to switch back to them because, even though there isn't much to choose between the two companies, they felt a certain amount of loyalty to Murray. ___**

~ **Mmm. And how about the next range of products? ___**

~ **Well, they're due to be launched next month. ___**

~ **Do you think Murray are expecting anything? ___**



Crop crops up everywhere

A 'crop' is a kind of plant that is grown by a farmer, usually for consumption by human beings or animals.

Logically enough, though, the word has gained another meaning: it's also the amount of grain produced in a single season or a single place: 'We had a lovely crop of apples that year'.

As you may suspect, however, English speakers aren't content to leave it at that. 'Crop' has also found its way into the language as a way of describing a very short haricut: 'The first thing the army did was give me a crop'.

The word is also a verb, of course. 'To crop', apart from the obvious meaning of 'to produce a crop' (The tomatoes cropped heavily that year), also describes the action of an animal when it eats the tops off plants: 'There were some firaffes cropping the trees'. And, naturally enough, the action of cutting someone's hair really short: 'He cropped his hair and ended up looking like a lavatory brush!'

It appears in a phrasal verb, too, 'to crop up', which can be used to talk about plants as they just appear above the ground.

Informally, this verb has a figurative meaning. If something unexpected happens or appears, for example, you can say it has 'cropped up': 'A number of problems cropped up and I had to stay up till one o'clock trying to sort them out'.

And what do you think a 'cropper' is? If you think it's a person or thing that crops, you'd be right, but that's not its most usual meaning. You'll find it most frequently in the phrase 'to come a cropper', which you can use when someone falls down heavily or even, in a figurative sense, when someone fails completely: 'He wanted to be top of the class but he came a cropper in the exam and finished last'.

~ As far as I know, they don't suspect anything at all. ___

~ Good. It'll certainly be a surprise when they find themselves right back where they started from, won't it? ___

~ It certainly will, Mr Carpenter. It certainly will. ___



UNIT 78

Volviendo a las cosas dichas por otros

El estilo indirecto

El tema del estilo indirecto, o discurso indirecto, y más precisamente el de la relación que existe entre estilo directo e indirecto, ha sido introducido y vuelto a tratar varias veces (Unidades 55, 60, 68 y 75). Aunque las reglas básicas sean más bien lineales, existen muchos factores variables que deben considerarse.
La norma general dice que si el verbo que introduce la frase directa (**reporting verb**) está conjugado en el presente, en el futuro o bien en el **present perfect**, pasando al estilo indirecto los tiempos verbales no cambian:

'Something needs to be done, and quickly.'

Mr Murray has told us that something needs to be done, and quickly.

'I've called this meeting because a large multinational has invaded our market.'

He says that he has called the meeting because a large multinational has invaded our market.

Como ya sabe, algunos cambios afectan a los pronombres personales, los pronombres y los adjetivos posesivos, los demostrativos y los adverbios de tiempo.

El simple past en el estilo indirecto

En general, cuando el **reporting verb** está en **simple past**, y se tiene un caso de anterioridad respecto a un tiempo del pasado, en el paso del estilo directo al indirecto se producen cambios en los tiempos verbales (véase el cuadro de la página 233 en la Unidad 60). Pero el **simple past** constituye una excepción, quedando a menudo invariable. Esto sucede cuando un complemento o un adverbio de tiempo aclaran la secuencia de las acciones:

'They were ready four weeks ago.'

I thought you said last week that they were ready five weeks ago.

De otro modo, si se quiere subrayar la anterioridad de una acción respecto a otra, se cambia el **simple past** por el **past perfect**:

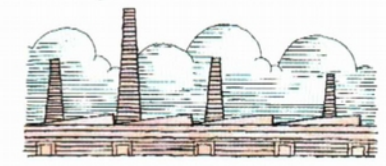
'I lost almost 5% of my usual business last month.'

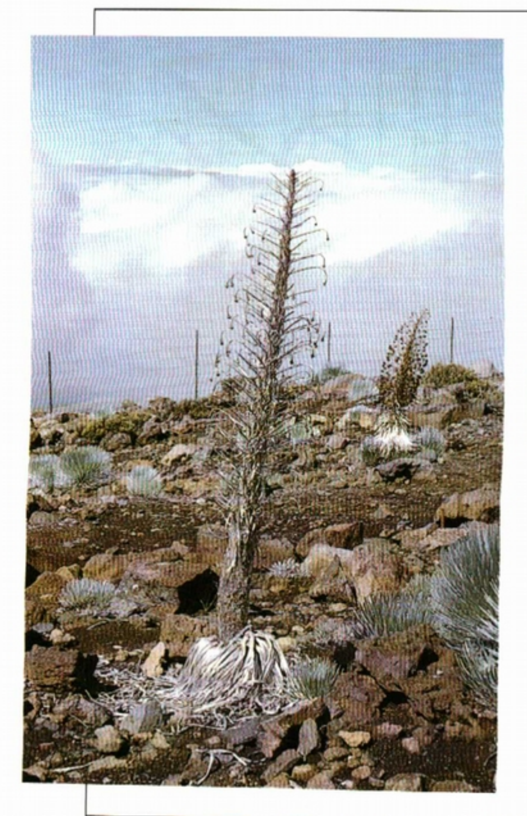
Our area manager said yesterday he had lost almost 5% of his usual business.

No obstante, en el caso en que se refiera a una afirmación aún válida en el momento que se está hablando, los tiempos verbales del estilo indirecto permanecen invariables:

'This product costs too much', he said.

He said this product costs too much.







Montañas de fuego y flores de plata

Las islas mayores presentan ondulaciones irregulares, cuencas y relieves de origen volcánico, alternados con breves llanuras y profundos cañones. Detrás de Honolulu se halla el cráter apagado de Punchbowl. La isla de Maui está dominada por un volcán inactivo de 3.000 metros de altura, el Haleakala, con un cráter de 50 kilómetros cuadrados de amplitud. La montaña, casi despoblada y poco visitada por los turistas, forma parte del parque nacional homónimo. Los dos únicos volcanes aún activos se hallan en la isla de Hawaii, denominada también Big Island por sus dimensiones. Se llaman Mauna Loa y Kilauea Crater y ambos pertenecen al Hawaii Volcanoes National Park. Arriba, el Kilauea Crater; al lado, formaciones de lava solidificada y un ejemplar de silversword plant en el monte Haleakala.

Verbos modales en el estilo indirecto

En presencia de un **reporting verb** conjugado en el **simple past** se verifican cambios también en el uso de los verbos modales. Cuando **will** y **shall** expresan una previsión, en el estilo indirecto se transforman en **would** y **should**; de este modo **can** y **may** se transforman en **could** y **might**. En cambio, **would**, **should**, **ought to**, **could** y **might** permanecen invariables en el paso del estilo directo al estilo indirecto. Normalmente, tampoco **must** varía, sobre todo cuando se expresa una deducción. Puede ser sustituido por **had to** si se expresa una obligación:

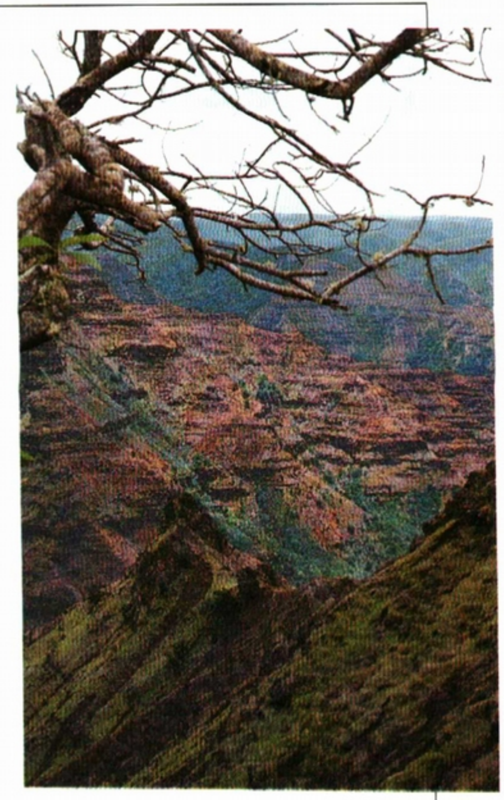
'My profits will increase by 15%.'
He believed that Midwest's products would increase his profits by 15%.
'I can get all my spraying done in just one day.'
The interviewee said that he could get all his spraying done in just one day.
'I'd have to give Murray a trial first.'
He felt that he would have to give Murray a trial first.
'Murray ought to improve its distribution network.'
Someone said that Murray ought to improve its distribution network.
'This must be a Murray product.'
He said this must be a Murray product.
'We must improve our products.'
He said we had to improve our products.
He said we must improve our products.



En esta sección ha aprendido:

- la construcción del estilo indirecto;
- el uso del **simple past** en el estilo indirecto;
- los cambios de los verbos modales en el estilo indirecto.





Pele la construyó e Iwa la destruyó

La isla de Kauai recibe el sobrenombre de Garden Island por su vegetación exuberante y por la fertilidad del suelo. Además del verde de los árboles, otro color domina el paisaje: el rojo de las montañas, debido a la componente ferrosa de las rocas y del terreno. La altísima pluviosidad de algunas zonas, como el monte Waialeale, también determina la abundancia de aguas corrientes que fluyen al mar a través de cañones muy profundos. El más famoso es el Waimea, con paredes de 871 metros (en las fotos). Según las leyendas indígenas, esta maravilla sería obra de Pele, diosa del fuego. Las selvas y los cultivos de la isla fueron gravemente dañados en 1982 por el huracán Iwa. No obstante, la recuperación ha sido muy rápida y hoy día casi no se advierten las huellas de la destrucción.



Howard Hughes, un pobre rico

El sueño de todo industrial ha sido, desde siempre, llegar a la cumbre del éxito. Pero son pocos los que lo logran, y estos pocos no siempre tienen una vida feliz; es el caso de Howard Hughes, un industrial norteamericano nacido en Houston en 1904. Millonario excéntrico, petrolero y aviador (batió un récord de distancia en aviación), cultivó el hobby del cine, financiando importantes producciones entre la década de los veinte y la de los cuarenta. Dirigió personalmente a Jean Harlow en «Hell's Angels» (1930) y a Jane Russell en «The Outlaw» (1940-1946).

A pesar de que tuvo una vida intensa y rica en importantes logros, en 1976 Hughes murió en soledad en la habitación de un hotel de Las Vegas, rodeado solamente por sus guardias personales, después de haber pasado sus últimos dieciocho años en un aislamiento casi total, evitando todo contacto con el mundo exterior.



Howard Hughes was never a poor man. At the age of just 19, when his father died, he inherited[1] the family oil company[2] and $ 750,000. At the beginning, it seemed as though Hughes would follow in his father's footsteps[3] and live the life of a rich but basically rather staid[4] local businessman. But in 1927, he suddenly left Texas and went to Hollywood, where he became a film producer.

Hughes' sudden flight from Texas was the first indication that he was not only an astute businessman, but also a rare eccentric. And as his life progressed[5], these twin aspects[6] of his character were to become more and more apparent[7].

After his period in Hollywood, for example, he developed another passion that was to dominate his life: aeroplanes.

In 1933, with the same kind of unpredictableness[8] that had marked his move to California, he changed his name and started work as an ordinary airline pilot. Just two years later, he had already designed and built his first plane, which he flew at a speed of 352 miles per hour[9], breaking the world air-speed record. Then, in 1938, he broke another record by circumnavigating the globe in an aeroplane in just 91 hours.

Hughes then set up the Hughes Corporation, and with the outbreak[10] of war began designing and building warplanes.

He still found time to indulge in[11] his other passions, however: in 1943 he even designed a new kind of bra[12] for a friend of his, the film star Jane Russell! His next step[13], in 1947, was the foundation of Trans World Airlines, a company that was to become one of the giants[14] of the post-war aviation world.

En las fotos, Howard Hughes. Entre las películas que produjo, se recuerda en particular «Scarface», dirigida en 1932 por Howard Hawks.



Hughes was becoming more and more eccentric, however. One example of this is the massive passenger airplane, the Hughes H4 Hercules, which he designed and built himself. It is the biggest aircraft that has ever been built, an enormous, eight-engined[15] monster, which had a wingspan[16] of 319 feet, and which cost Hughes nearly 40 million dollars to build. Yet it flew only once[17], in 1947 (Hughes piloted it himself).

By this time[18] his eccentricity was starting to get the better of him[19]. He was already developing an almost fanatical preoccupation with personal cleanliness[20]. He used to wash his hands incessantly[21], for example, and increasingly[22], he refused to have anything to do with other people, because he was afraid of catching some illness.

With the sale of TWA in 1957, Hughes reached a turning point[23], in his life. By now he was unable to keep track[24] of the enormous amount of money his many companies were earning for him (just the sale of TWA brought in $ 546,000,000). His ability to buy anything he could ever want, coupled with his innately[25] eccentric nature, brought about[26] a change in him which led, in 1958, to his complete retirement[27] from public life.

From this point on[28], he became something of a myth[29]. Very few people knew his movements[30], and his seclusion[31] became so absolute[32] after his divorce from his second wife, Jean Peters, in 1971, that rumours started circulating that he was in fact already dead. As he retreated[33] more and more from reality, his obsession with personal cleanliness degenerated into[34] a kind of paranoia. He no longer shaved or cut his nails[35] for fear of infection[36] from razor blades and nail-clippers[37], he covered the floor of his hotel room with paper tissues[38] to protect himself from the germs[39] in the carpet; and he spent hours in the bathroom taking showers and inspecting himself[40] for any sign of illness or disease.

Then, on the 5th of April, 1976, a doctor was called to the top floor of a hotel in Las Vegas, where he was asked to certify the death of a withered[41] old man with white hair down to his shoulders and obscenely[42] long finger nails.

Howard Hughes had finally died, in total obscurity[43], at the age of 71, friendless, helpless and decrepit[44]. He was worth[45] $ 2,000,000,000.

1. **Inherited:** heredó.
2. **Oil company:** compañía petrolera.
3. **Would follow in his father's footsteps:** seguiría los pasos de su padre.
4. **Staid:** serio.
5. **Progressed:** continuaba, progresaba.
6. **Twin aspects:** literalmente significa 'aspectos gemelos'. En español se diría 'dualidad'.
7. **More and more apparent:** más y más evidente.
8. **Unpredictableness:** imprevisibilidad.
9. **Miles per hour:** millas por hora. Advierta el uso del **per** distributivo que deriva del latín.
10. **Outbreak:** estallido.
11. **To indulge in:** para dedicarse a.
12. **Bra:** sujetador. Es la abreviatura de **brassière**.
13. **Step:** paso.
14. **Giants:** gigantes.
15. **Eight-engined:** con ocho motores.
16. **Wingspan:** apertura de ala.
17. **Yet it flew only once:** a pesar de todo sólo voló un vez. Hoy día este gigantesco hidroavión se halla en un hangar a unos 10 km del puerto de Long Beach, en California, del cual había despegado. Durante este único viaje, el hidroavión recorrió un trayecto de aproximadamente 1 km a sólo 21 m de la superficie del mar.
18. **By this time:** en esta época.
19. **To get the better of him:** dominarlo.
20. **Cleanliness:** higiene.
21. **Incessantly:** continuamente.
22. **Increasingly:** siempre más.
23. **Turning point:** cambio decisivo.
24. **Was unable to keep track:** era incapaz de calcular.
25. **Coupled with his innately:** junto a su innata.
26. **Brought about:** llevó.
27. **Retirement:** aislamiento.
28. **From this point on:** desde este momento.
29. **Myth:** mito.
30. **Movements:** desplazamientos.
31. **Seclusion:** aislamiento.
32. **Absolute:** total.
33. **Retreated:** se alejaba.
34. **Degenerated into:** degeneraba en.
35. **Nails:** uñas.
36. **Fear of infection:** temor de infección.
37. **Razor blades and nail-clippers:** hojas de afeitar y cortauñas.
38. **Paper tissues:** pañuelos de papel.
39. **Germs:** microbios.
40. **Taking showers and inspecting himself:** duchándose e inspeccionándose.
41. **Withered:** ajado, marchito.
42. **Obscenely:** desagradablemente.
43. **Obscurity:** oscuridad.
44. **Friendless, helpless and decrepit:** sin amigos, indefenso y decrépito.
45. **Was worth:** valía.



Llegar a una conclusión

at the expense of	a cargo de
(to) come to a conclusion	llegar a una conclusión
(to) come up with	presentarse con
congratulations are in order	las felicitaciones son de rigor
I have got a bit of a job on my hands	tengo entre manos un gran trabajo
I must confess	debo admitir (confesar)
they have got a lot going for them	tienen una gran ventaja

agreement	acuerdo, convenio
agricultural	agrícola
(to) aim	dirigir
approval	aprobación
aware	consciente, sabedor
(to) be due to	se debe a
(to) cancel	cancelar
(to) change over	cambiar
chart	gráfico, diagrama, tabla
clientele	clientela
comeback	respuesta
(to) commission	comisionar, encargar
(to) compete	competir
competitive	competitivo
complaint	reclamación

Un problema, muchas opiniones

¿Estás de acuerdo?

Would you agree with that?
Wouldn't you agree?
Don't you agree?
Don't you think so?
Don't you reckon?

Estoy de acuerdo

I agree
That's true
True enough

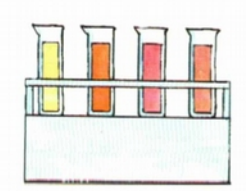
No estoy de acuerdo

I can't share your view that...
I entirely disagree with...
I can't accept that
Oh, I don't know...
Actually, I think...
I can't help thinking...
Come off it!

Estoy de acuerdo, pero...

I agree with you on the whole...
Granted...
I see your point, but...
I can see that, but...

consumer	consumidor
cost	costo
costly	costoso
crop	cosecha
customer	cliente
(to) desert	abandonar, dejar
disagreement	desacuerdo, discordia
dividend	dividendo
ease	facilidad
effective	eficaz
estimate	evaluación, presupuesto
gain	ganancia
(to) gain	ganar
(to) get hold of	apoderarse
(to) go through	atravesar
(to) handle	manejar, ocuparse de
harmful	nocivo
(to) help out	ayudar
impact	impacto
(to) impress	impresionar
(to) increase	aumentar, incrementar
in the pipeline	en camino (en las cañerías)
large-scale	en gran escala
(to) last	durar
likely	probable
loyalty	lealtad
market place	mercado
(to) order	ordenar
(to) pass	aprobar
(to) phone in	telefonear
poisonous	venenoso
(to) pool	aunar
potato blight	peronospora de las patatas



Synonyms and antonyms

Client *es un famoso* ***false friend****: no se usa con referencia al cliente de un negocio (que en inglés se indica con el término* ***customer****:* ***The shop had a lot of customers this morning****), sino que define a quien utiliza los servicios de un profesional:* ***'I'm my lawyer's best client', he said ironically****.*

Pero también es posible emplear este vocablo para hablar de una persona que compra bienes o servicios en gran escala: ***Our clients in the Northern region are usually farmers with 1,000 acres or more****.*

En cambio, se puede utilizar ***clientele*** *tanto para los que hacen compras en gran escala o aprovechan los servicios de un profesional, como para las personas que concurren a menudo a un negocio en particular.*

Pero preste atención, porque el término ***clientele*** *no se refiere a la clientela de una tienda cualquiera, sino a la de un negocio exclusivo, lo que en España llamaríamos una boutique. Por lo tanto, la utilización de este vocablo para indicar la clientela de un negocio en general resultaría pomposo, a menos que el tono utilizado sea intencionalmente irónico.*

(to) reduce	reducir
(to) regain	volver a ganar
(to) reject	rechazar
(to) rely on	confiar en
(to) remedy	remediar
representative	representante
sales force	poder de venta
severe	grave, severo
sizeable, sizable	considerable
small-scale	en pequeña escala
(to) spray	rociar
strict	severo
stuff	material
(to) suffer	padecer, adolecer de
(to) switch to	cambiar, pasar a
toxicity	toxicidad
trial	prueba
(to) undergo	sufrir
yield	cosecha





Guirnaldas en la cabeza y música en los labios

Las poblaciones de la Polinesia, llegadas hace 2.000 años navegando en grandes canoas, fueron las progenitoras de los hawaianos. Su proverbial amabilidad y el sentido innato de la hospitalidad aún se advierten hoy día en ciertas costumbres, como la de adornarse y obsequiar con guirnaldas de flores. Su carácter es agradable, con inclinación por el arte, la música y la danza. Hasta los vocablos indígenas, a menudo mezclados con el inglés, tienen un marcado tono musical: están compuestos por sólo doce sonidos, todas las sílabas terminan en vocal y ninguna palabra contiene dos consonantes consecutivas. 'Aloha', el apelativo de las islas, significa 'amor', pero también 'bienvenido' y 'adiós'. 'Hula' es la danza y también la música local que acompaña los movimientos suaves y sinuosos de las danzarinas. Finalmente, 'ukelele' es una especie de banjo; pero la palabra significa literalmente 'pulga que salta'.





1-18

☐ Complete el texto intercalando en los espacios vacíos los términos indicados a continuación: **previously, not, getting, solutions, too much, going on, promotion, subordinates, more, dividing, boss, amount, appointing, only, as a result, may, anybody, hard.**

Imagine an executive, called A, who thinks he is working too 1) ___ . It doesn't really matter if this is true or 2) ___ ; it may be just a result of the natural decrease in energy that comes with middle age. There are three possible 3) ___ to this problem. He 4) ___ resign; he may ask to do half the work by 5) ___ a colleague appointed, called B; or he may ask his 6) ___ to appoint two people, C and D, to work under him. There is probably no example in history, however, of 7) ___ choosing the first two solutions. The two men under him will make A more important, and by 8) ___ the work between C and D he will have the advantage of being the 9) ___ man who knows what is actually 10) ___ in its totality. Now imagine that, at a certain point, C also complains of 11) ___ work. At this point A, with the agreement of C, will appoint two 12) ___ 13) ___ , E and F, to work under C. But he can't do this without also 14) ___ two subordinates, G and H, to work under D as well. Otherwise, he would be showing favouritism. 15) ___ , A now has six men under him and his 16) ___ is virtually guaranteed. However, the actual 17) ___ of work done by these six men is no more than the amount of work 18) ___ done by just A alone. (Adapted from Parkinson's Law by C. Northcote Parkinson)

19

☐ Complete las frases agregando los términos adecuados en los espacios vacíos:

a) ___ you go in Edinburgh, you'll always find a nice restaurant.
b) How's your stead? It ___ awful!
c) I'm a terrible skier. I can't ___ stand up on a pair of skis.
d) I remember ___ the National Gallery on the map last night.
e) I asked him ___ the report would be ready in time or not.
f) I've got some money that ___ changing up.
g) They do lovely pizzas over there. Would you like ___ ?
h) Do a lot of people play squash in Italy? ___ as many as in England.

20

☐ En la grabación hallará un diálogo. Escúchelo tres veces: la primera para captar el sentido general; la segunda para responder a las preguntas que siguen (interrumpiendo la grabación cada vez que lo considere oportuno); la tercera para comprobar que sus respuestas sean correctas.

a) **Where does the woman want to go?**
b) **Is it quicker to take the tube or the bus?**
c) **Does a bus cost more?**
d) **Does she have to turn left, right, or go straight on at the end of the road?**
e) **Which line does she have to take?**
f) **Where does she have to change?**
g) **Which line does she have to change to?**
h) **Does she have to get off at the second stop or the third stop?**
i) **What is the name of the stop?**
j) **Is the National Gallery on the eastern side of the square or on the western side of the square?**

Compruebe su nivel
¿Cuál es la puntuación total alcanzada?

Puntuación	Nivel	Sugerencias
de 45 a 58	excelente	¡Continúe así!
de 35 a 44	muy bien	¡Continúe así!
de 25 a 34	bien	Un poco más de atención.
de 13 a 24	suficiente	Sería muy útil un pequeño repaso antes de continuar.
12 o menos	insuficiente	Debe repasarlo todo.

SOLUCIONES DEL TEST

1-18 ■ 1) hard. 2) not. 3) solutions. 4) may. 5) getting. 6) boss. 7) anybody. 8) dividing. 9) only. 10) going on. 11) too much. 12) more. 13) subordinates. 14) appointing. 15) as a result. 16) promotion. 17) amount. 18) previously.

Asígnese un punto por palabra acertada.

19 ■ a) wherever. b) tastes. c) even. d) seeing. e) whether. f) needs. g) one. h) not.

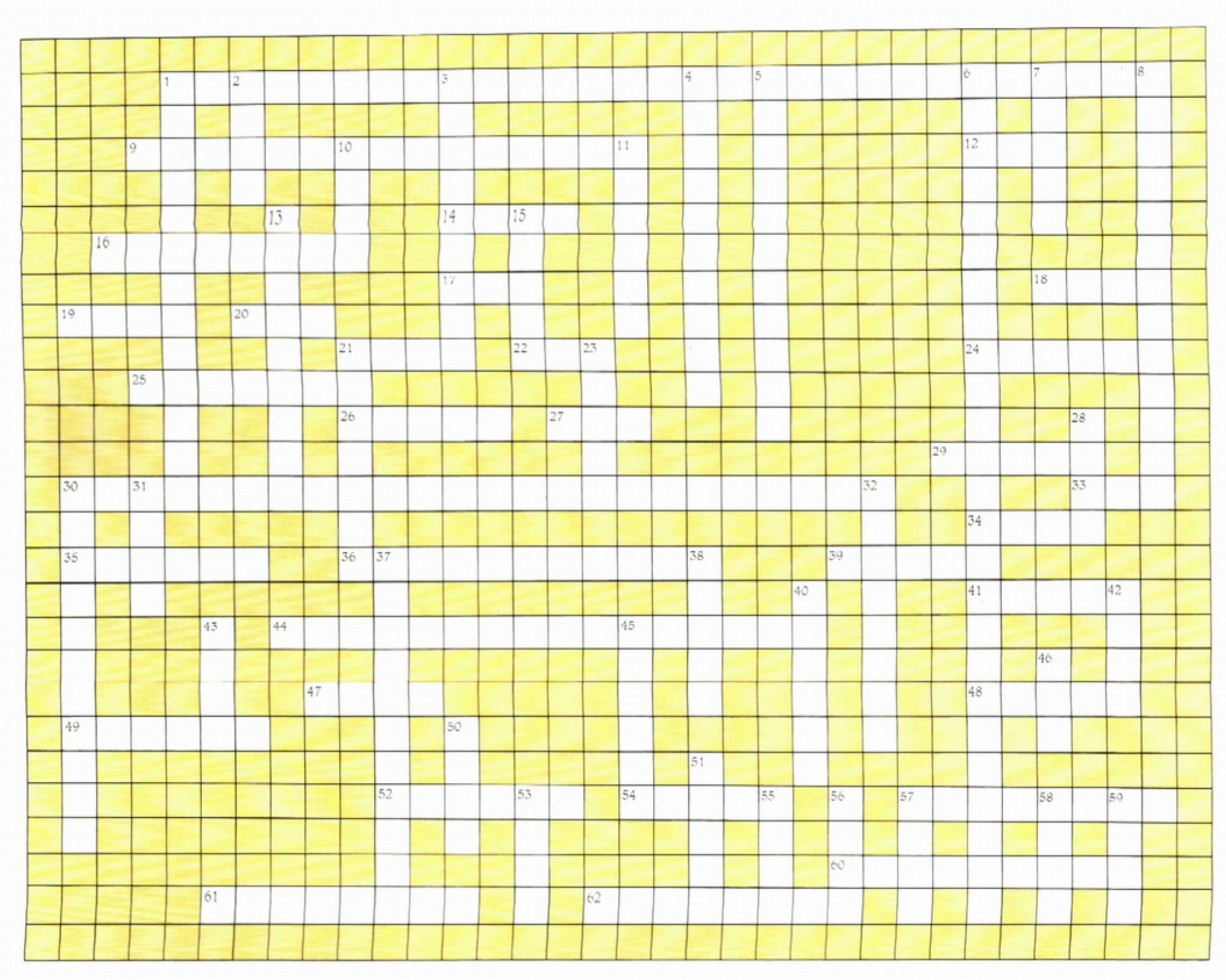
Asígnese medio punto por cada frase completada correctamente.

20 ■ a) To the National Gallery. b) It is quicker to take the tube. c) No, it doesn't. d) Left. e) The Piccadilly Line. f) At Piccadilly Circus. g) The Bakerloo Line. h) Neither; she has to get off at the first stop. i) Trafalgar Square. j) Neither; it's on the northern side of the square.
Texto del diálogo: Excuse me, I was wondering if you could possibly tell me how to get to the National Gallery. - Well, it depends how you want to go there. - Which way is quickest? - The Underground. But it's also the most expensive. - Well, that doesn't really matter. - Okay, then. Go down this road and turn left at the end. The Tube's on the other side of the street. Take the Piccadilly Line, and change at Piccadilly Circus. Take a southbound train on the Bakerloo Line and get off at the first stop. That's Trafalgar Square. The National Gallery's on the northern side of the square. - Lovely. Thanks very much. - Don't mention it.

Asígnese medio punto por respuesta exacta.

21 ■ Across: 1) I was wondering if you could tell me. 9) to pick someone up. 12) toy. 14) game. 16) to drop in. 17) not. 28) a job. 19) shot. 20) hit. 21) play. 22) her. 24) mixing. 25) capital. 26) under. 27) sly. 29) share. 30) to hold someone responsible. 33) see. 34) next. 35) report. 36) takeover bid. 39) going. 41) out of. 44) to freeze someone's. 47) nice. 48) stock. 49) market. 52) tattoo. 54) plane. 57) pleasure. 60) financial. 61) business. 62) exchange. Down: 1) I wouldn't say no. 2) a bit. 3) emergency. 4) you know who. 5) undisclosed. 6) to take something off someone. 7) loyal. 8) excess baggage. 10) soon. 11) prefix. 13) sprinters. 15) match. 21) plummet. 23) rules. 28) best. 30) to recommend. 31) hope. 32) economic. 37) agriculture. 38) drove. 40) assets. 42) fork. 43) to be. 45) move up. 46) nor. 50) with. 51) catch. 53) only. 55) even. 56) life. 57) pint. 58) ship. 59) role.

Asígnese medio punto por respuesta exacta.



21

☐ Complete el crucigrama.

ACROSS

1. You could use this phrase if you want to ask someone to tell you something... politely!
9. To collect someone (from a station, for example).
12. An object a child plays with.
14. A part of a tennis match.
16. To make a quick visit.
17. A word for making negative sentences.
18. See 43 down.
19. Something a tennis player makes when he hits the ball trying to score a point.
20. The past tense of 'to hit'.
21. Take part in a game.
22. The female form of the pronoun 'him'.
24. And 61 across and 50 down and 57 across: Working and enjoying oneself at the same time.
25. A country's main city.
26. Directly below or covered by.
27. An adjective often used to describe a fox.
29. Something you can buy on the Stock Exchange.
30. To think somebody is the cause of something.
33. Use the eyes.
34. Immediately following in time.
35. A written document prepared to inform somebody else about something.
36. Something a company makes when it tries to gain control of another company.
39. Moving or travelling.
41. See 43 down.
44. And 40 down: To make sure that someone cannot use the money they have in the bank or sell any of their property.
47. A very useful word to describe something or someone who is attractive or something that tastes, looks or feels good.
48. And 62 across: A place where you can buy shares in a company.
49. The place where goods are bought and sold.
52. A military exhibition, like the one in Edinburgh.
54. A vehicle that flies, has wings and at least one engine.
57. See 24 across.
60. Connected with finance.
61. See 24 across.
62. See 48 across.

DOWN

1. A way of accepting an offer or an invitation.
2. A small amount.
3. An unexpected or dangerous situation.
4. A phrase to use when you are sure that the person you are talking to knows who you are referring to, but you don't want to mention them by name.
5. Secret.
6. To remove from the possession of somebody.
7. Faithful.
8. Luggage that weighs more than the agreed amount.
10. In a very short while.
11. A particle that you put at the beginning of a word to change its meaning.
13. Athletes who run very fast over a very short distance.
15. A game of tennis.
21. Fall very quickly.
23. Agreed principles about how a game or sport should be played.
28. Better than anyone or anything else.
30. To praise something because you think it's good.
31. The expectation that something will happen as one wishes.
32. Connected with trade, industry and the management of money.
37. The practice or science of farming or growing crops.
38. The past tense of 'to drive'.
40. See 44 across.
42. An instrument with a handle and two or more points which is used for carrying food to the mouth.
43. And 41 across and 18 across: To be without work.
45. The opposite of 'move down'.
46. And not.
50. See 24 across.
51. Take hold of something moving through the air.
53. Nothing more than.
55. An adverb you can use to stress parts of a sentence.
56. It's what you live.
57. About half a litre.
58. A large sea-going vessel.
59. Something you play... in a play!



El enemigo vino del cielo

Ningún hawaiano, por joven que sea, puede ignorar la fecha del 7 de diciembre de 1941: aquella mañana los aviones japoneses atacaron por sorpresa Pearl Harbor (foto inferior), en la isla de Oahu, destruyendo con sólo dos descargas gran parte de la flota aeronaval norteamericana del Pacífico. Para Estados Unidos fue un duro golpe, que lo indujo a intervenir en el conflicto mundial. Y precisamente las islas Hawaii se transformaron en la avanzada militar contra el imperio japonés. A pesar de la victoria aliada, la herida causada en Pearl Harbor se cicatrizó lentamente, y aún hoy día millares de visitantes rinden homenaje al Arizona Memorial (foto superior), erigido donde fue hundido el acorazado 'Arizona'. Las islas Hawaii todavía son una base militar de mediana importancia.

